



# Seattle City Council

Jorge Carrasco  
Director  
Seattle City Light  
700 5<sup>th</sup> Ave  
Seattle, WA 98104

*Re: Confirmation Questions – Director Designee Jorge Carrasco*

June 20, 2012

Dear Mr. Carrasco,

Below please find the questions for your confirmation process beginning on June 26, 2012. Please respond in writing by June 25, 2012.

## **Personal**

- 1) What is your vision for where you see Seattle City Light (hereon “SCL”) in five, ten and twenty years?
- 2) Please describe your leadership style, what strengths you bring to the utility, and how will you mitigate any weaknesses in your leadership style?
- 3) What has been your biggest success at SCL? What would you say is the biggest disappointment you’ve had at SCL? What did you learn from that?
- 4) What challenges and complexities do you anticipate facing in your continued role as the Director of Seattle City Light? What strategies will you use to address those challenges and complexities?
- 5) What is the most publicly controversial issue you have dealt with in your career? What role did you have in the situation and how did you contribute to resolution of the issue? What were your positive and negative experiences, and was there anything you would have done differently?

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### **Seattle City Light Internal**

- 1) Recruiting and maintaining a strong workforce of the best and the brightest employees is critical to the success of SCL. How will you address issues of the evolving workforce of the future, such as filling positions vacated by aging City workers? How will you welcome more people of color, women, and people with disabilities into the workforce where they may not have been represented in large numbers? What are the best practices that you have used as Director of the utility, as well as best practices that you intend to implement going forward?
- 2) SCL employee morale and motivation have been a concern in the past for the Council. In 2004 and again in 2007 an employee survey was conducted. Would you support conducting another employee survey to help assess where we are today and identify possible issues to focus on? Or do you have other suggestions for tracking the attitudes and concerns of the workforce?
- 3) Turnover is a part of any business or organization. Recent data suggest that for the high-level management positions, you tend to bring in new people from outside the organization as opposed to promote from within. Is this a strategic decision, or should SCL be doing more to develop talent internally? What more could we be doing to develop new leaders from within SCL's ranks?

### **Seattle City Light in the Community**

- 1) Please describe a project or two that required neighborhood and community collaboration on issues that the neighborhood initially felt hesitant or skeptical about, and specifically how you worked with the community to address their concerns.
- 2) The community interacts with SCL in a number of ways – one of the most important of which is via the internet. How do you intend to improve bill pay for our residents, as well as user interface with the SCL webpage?

### **Seattle City Light and Budget**

- 1) The strategic plan and the process around it will be an important tool to help the Council and the utility make sound investment decisions on behalf of the rate payers. How will you ensure that the utility meets the goals and targets of the adopted plan and how will you keep the Council and the public informed about progress?

**Seattle City Light and Conservation**

- 1) SCL is widely regarded as an innovator in the area of energy efficiency and today we are benefiting from past investments in conservation. How do you intend to both elevate and motivate conservation work? What do you see as future trends in conservation work? What would it take to lead in new ways and how would you make the case for it to the public?

Thank you for your thoughtful response.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mike O'Brien', with a long horizontal flourish extending to the right.

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Councilmember Mike O'Brien